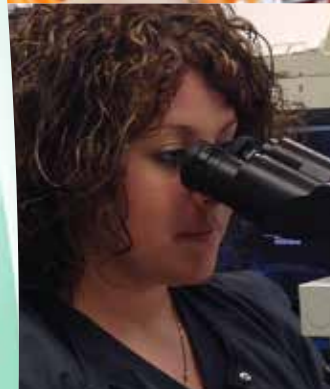




Workforce Investment Act

ANNUAL REPORT PY 2013 — MINNESOTA



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INTRODUCTION

This report fulfills the Workforce Investment Act (WIA) Title 1-B, Section 136 (d) requirements to submit to the U.S. Department of Labor (DOL) Secretary an annual report on the performance progress for WIA Title 1-B programs (Adult, Dislocated Worker, and Youth). The report includes:

1. Performance data on the core and customer satisfaction measures, including progress of local areas in the state in achieve local performance measures;
2. Information on the status of state evaluation and improvement activities;
3. Information on the cost of workforce investment activities relative to the effect of the activities on the performance of participants;
4. Assurance that all required elements are reported uniformly so that a state-by-state comparison can be made;
5. Information on participants in the workforce investment system (this information is also included in the data performance results portion of the WIA Annual Report, Tables A-Q); and
6. A listing of the waivers for which the state has received approval, information on how the waivers have changed the activities of the state and local areas, and how activities carried out under the waivers have affected state and local area performance outcomes directly or indirectly. To the extent possible, states should discuss whether waiver implementation and outcomes advance the President's Job-Driven elements.

The Secretary uses this report to fulfill the requirement to disseminate state-by-state comparisons of the information [WIA section 136(d)(3)(B)]. Additionally, report information determines a state's eligibility for incentive grants (WIA section 503) and whether the Secretary will impose sanctions based on performance failure [WIA section 136(g)].

The data in this report is generated by the Workforce Investment Act Standardized Record Data (WIASRD) file. The WIASRD is DOL-required electronic reporting file that combines data about each client's activities and outcomes in various programs, so that data from across programs is reported to DOL in a single record. Program profiles are in the following order:

- WIA Dislocated Worker Program (including dislocated workers participating in programs funded under WIA section 134(a)(2)(A)(ii) — rapid response assistance)
- WIA Youth Program
- WIA Adult Program

Program profiles include descriptions of the program's purpose, service providers, services, customers, performance results, performance evaluations, and program-specific improvement strategies. Key statewide performance results are included within each program profile. All state performance results and local performance results are included in Tables A-Q, beginning on page 25.



PERFORMANCE MEASURES

The Workforce Investment Act of 1998 (Public Law 105-220) and supporting regulations at 20 CFR Part 652 list 17 core indicators (i.e. legacy measures) of performance that state and local entities managing the workforce investment system must meet. Since 2004, DOL has been developing a set of common performance measures. This report includes both legacy and common measures.

PERFORMANCE EVALUATION

Performance level is based on the degree to which actual results exceed negotiated levels (i.e., $\text{target ratio} = \text{actual result} / \text{target level} * 100$). The three performance levels are:

- Exceeded — the average target ratio for each funding stream exceeds 100 percent and no more than one measure for each funding stream is below 80 percent of the negotiated target.
- Met — the average target ratio for each funding stream is 80 to 100 percent and no more than two measures for each funding stream is below 80 percent of the negotiated target.
- Not Met — the average target ratio for each funding stream is less than 80 percent and more than two measures for each funding stream are below 80 percent of the negotiated target.

Performance evaluations are included within Tables A-Q, beginning on page 25. A summary of performance evaluations are included in program summaries.

STRATEGIES FOR CONTINUOUS IMPROVEMENT

Minnesota has made significant progress to recover from the recession, but that does not mean that our work is any less important. At 4.5 percent, Minnesota has one of the lowest unemployment rates in the country. Yet even with this low unemployment rate, workers still struggle a great deal with under-employment and obtaining employment that pays family sustaining wages. Concomitantly, employers struggle to find workers with the appropriate skill sets and training. Minnesota's statewide unemployment rate of 4.5 percent is deceptively low as the disparities in unemployment rates between white individuals and individuals of color persist at significant and unacceptable levels.

To focus continuous improvement efforts, Minnesota commits to addressing the following five barriers to economic growth:

- Employment disparities (specifically within communities of color);
- Long-term unemployment (26+ weeks unemployed);
- Youth unemployment;
- Access to networks; and
- Placement into employment at family sustaining wages.

Strategically, Minnesota will seek to employ more holistic models of case management and career navigation as we continue to build a common understanding of career pathways. We will also continue to build a statewide framework which will allow us to braid funding and support the development of a more comprehensive approach to identify training and place individuals into long-term unsubsidized

employment. The ultimate goal of the career pathways system is to integrate programs to support individuals into family-sustaining jobs. Partnering more assertively with the Department of Human Services, we will work to leverage funds to support our most disadvantaged workers.

Strategic planning efforts are underway which involve the Governor's Workforce Development Council (Minnesota's Statewide Workforce Investment Board), anticipating the new legislative requirements included in the Workforce Innovation and Opportunity Act (WIOA), state legislative initiatives, and various public policy initiatives concerned with the quality of the state workforce.

Additional specific strategies, as outlined in our WIA Unified Plan for 2012 – 2017 include:

- Increase credential, degree, and certificate attainment by participants of the public workforce system.
 - Support credit for prior training and experience gained while serving in the U.S. military. This may also include licensure and certification for civilian occupations;
 - Promote and develop approaches that recognize workers' skills through knowledge and credentialing;
 - Support and promote post-secondary education developing alternative approaches to degree or certificate attainment, such as credit for prior learning; and
 - Support and develop the recognition of credentials earned in other countries.
- Improve effectiveness of programs by enhancing job seeker competitiveness through career pathways, focusing on employer training and skill needs, and

connecting job seekers with growing sections of the economy.

- Harvest existing outcome measures of programs demonstrating return on investment and analyzing these data to identify more effective processes and practices;
 - Deploy an online self-assessment tool that enables job seekers to understand their job seeking skill gaps, enabling them to seek out appropriate levels of support and service for successfully returning to work;
 - Provide resources that enable job seekers to explore and plot their career pathway options, leading to additional career opportunities and upward mobility. This may also include a tool that would help military veterans identify skill gaps relating to promotional opportunities within specific occupations; and
 - Support new approaches that more directly tie the talent needs of employers with job seekers through training, matching skill sets, and the use of social media such as talent communities or talent circles.
- Promote youth reforms that focus on long-term services that provide education, skills and work experience.
 - Expand upon the availability of providers and successful experiences for youth through a competitive grant process;
 - Coordinate with educational programs to increase the opportunities for work-based learning and related career pathway exploration; and
 - Create opportunities to increase services to out of school and at risk youth.

- Increase opportunities for service members as they return from deployment and as the anticipated reduction in force begins to affect currently serving members.
 - Develop and support new on-the-job training opportunities; and
 - Support existing apprenticeship programs and seek out employers interested in providing opportunities for apprenticeship.

Minnesota strives to continually improve our system and services, ensuring that we are accountable for the investments and responsive to job seeker and business needs. We are committed to anticipating the requirements and opportunities associated with WIOA.

OTHER RELATED STRATEGIES

- The Department of Employment and Economic Development (DEED) is committed to demonstrating our strategic priorities focusing on the evolving career pathways concept through statewide partnerships including engagement with our educational partners, state TANF administering agencies, adult basic education providers and other organizations involved in increasing the service and success levels for job seekers statewide. This demonstration will be made on two fronts; the submission of various grant proposals relevant to this approach and embedding this service as a part of our strategic planning initiatives.
- Continue to develop on-line tools for increased access to services and information. DEED and the Minnesota Workforce Council Association (MWCA) will continue to work in concert to develop and deploy online tools that assist universal customers in understanding their preparedness for job-seeking, identifying skill gaps,

exploring careers and considering training opportunities. There is also broad system support to look at ways to coordinate and share resources with other community-based initiatives to ensure that all available funds and resources are leveraged in their efforts.

- In anticipation of additional federal grant announcements, DEED continues to coordinate with the MWCA, and other partners such as MNSCU, when federal and private foundation funding opportunities arise. A working committee of the MWCA looks specifically at these opportunities in coordination with DEED. Primary to the decision making process is how the RFP requirements align with state and partner goals. This has served as an effective mechanism for arriving at a state-wide consensus on size, scope, and partnership engagement for pursuing these funds.
- Simplify administrative processes for case management by data system integration in a redesign of our client management system: Workforce One (WF1). WF1 is a web-based client management application used by nearly 2,000 state, city, county, and non-profit employment and training providers to track services to more than 100,000 customers across Minnesota's one-stop network. WF1 was created through a partnership of two Minnesota state agencies — the Department of Human Services (DHS) and DEED. A great deal of progress was made in rewriting WF1 in PY 2013 with the anticipation of implementation of the new system in late summer 2014.

- Targeting specialized services to long-term unemployed will be enhanced by the receipt of a National Emergency Grant focusing on this population. The program will be coordinated with Wagner-Peyser Business Services staff who will recruit business participants, and the Unemployment Insurance system will help recruit the long term unemployed.
- PS 107-288, the Jobs for Veterans Act, provides for the priority of service to all veterans. Minnesota is also working on the alignment of service related skills with post-secondary education to provide credit for prior learning for our veteran population.
- Realign our agency administrative structure with this overall strategic direction.

WAGNER-PEYSER PROGRAM

The Wagner-Peyser program plays an integral role in Minnesota's 47 WorkForce Centers by funding system-wide services such as MinnesotaWorks.net, technology and materials used for job search, classes and seminars for job seekers and businesses, career fairs and other recruiting events, and much more. By combining this program with WIA Title 1-B funding, Minnesota's WorkForce Center system provided services to over 240,000 job seekers in Program Year 2013. Wagner-Peyser also funds the state's Migrant Seasonal Farmworker Program which connects migrant farmworkers to agricultural jobs during the growing season.

Approximately 20 percent of Minnesota's Wagner-Peyser grant is dedicated to providing direct services to businesses through a team of 28 Business Services Representatives

(BSRs) who are strategically located in the WorkForce Centers throughout the state. Minnesota has implemented a demand-driven approach by focusing these resources on building relationships with business decision makers, assessing the needs of businesses and facilitating a coordinated response with DEED staff and partners.

The Wagner-Peyser program also provides needs assessments and services to both job seekers and businesses. Through Minnesota's Job Service program, staff work closely with the Unemployment Insurance Reemployment Assistance (REA) program to assess and serve UI applicants. Job Service staffs most WFC resource areas and provides instructors to conduct job search workshops and to facilitate networking groups for all job seekers. Workshop topics include skills assessments, career exploration, the job-seeking process, resume writing, interviewing, social media, Internet job search and many more. Staff make exceptional efforts to serve UI claimants, veterans, migrant and seasonal farmworkers and individuals living with disabilities.

Wagner-Peyser funds support MinnesotaWorks.net, a web-based labor exchange system that links job seekers and employers with the largest employment database in the state. Other public employment and training programs in Minnesota rely on the program's labor exchange system to help their program-eligible customers find employment. Through the aforementioned business service representatives, employers are aware of how to take full advantage of the features of MinnesotaWorks.net.

MINNESOTA FastTRAC ADULT CAREER PATHWAYS

Minnesota FastTRAC Adult Career Pathways is an innovative strategy that integrates basic skills education, career-specific training, and support services to meet the needs of working adults. Each local Minnesota FastTRAC Adult Career Pathways program consists of a series of connected educational and training programs that allow low-skill students to advance over time to successively higher levels of education and employment in a given sector, from basic skills education to a postsecondary credential.

Minnesota FastTRAC (Training, Resources, and Credentialing) Adult Career Pathways programs seek to meet the needs of employers and local economies by addressing local skills gaps. Minnesota FastTRAC Adult Career Pathways programs work as effective supply chains for employers in need of skills labor. This ensures that students have good job prospects once they finish their program. Minnesota FastTRAC was featured in the White House Ready to Work: Job-Driven Training and American Opportunity report as an example of cross agency, public private collaboration.

In state fiscal year 2014 Minnesota FastTRAC Adult Career Pathways awarded \$1.5 million program funds from the workforce development fund as directed by new legislation.

CAREER PATHWAYS INITIATIVES

State and national attention continues to focus on the career pathways partnership model as an effective service delivery strategy for populations with multiple barriers to employment. The Minnesota Legislature designated a career pathways taskforce and a statewide adult diplomat taskforce to continue building Minnesota's career pathways system. The Governor's Workforce Development Council has included career pathway recommendations in their June 2014 report. In addition, Minnesota has continued to refine this model through a submission of a request for information issued by the federal Departments of Labor and Health and Human Services. The statewide response intends to offer a blueprint for our activities in this area going forward.

Additionally, Minnesota education and workforce development partners are teaming up to support several national efforts: Advancing Career and Technical Education in Career Pathways, which is an initiative to build onramps for adults into postsecondary career and technical education programs of study; Moving Pathways Forward, a technical assistance grant to improve adult basic education's capacity to partner with workforce development and postsecondary in career pathway programming; and the Alliance for Quality Career Pathways (AQCP).

The Alliance has invited Minnesota to participate in Phase II of its work. The Phase I work has resulted in:

- a definition of a career pathway system providing a foundational understanding for what is shared work between our agencies;
- a conceptual model of career pathway programming;
- quality indicators; and
- a menu of shared metrics for state and local/regional system partners to use when working together to form the many different types of career pathway programs.



The Phase II work will:

- Establish a data base of evidence-based practices;
- Pilot outcome measures that will be shared across the different systems; and
- Deepen the community of career pathway practitioners.

There are several reasons why Minnesota will benefit from participating in Phase II. All system partners would gain advantage through:

- Access to peer learning and Technical Assistance (TA) with partners across the nation;
- An opportunity to influence federal policy and rules that would support Minnesota efforts and goals, e.g., for workforce development and human services, emphasis on support services, the role of the career navigator and intensive case management in supporting participants into family-sustaining jobs; for education, emphasis on strengthening transition models providing academic supports as individuals transition between education systems; and

- A forum to continue the work of shifting the focus in Minnesota from repeated program start-up to established career pathway system partnerships that are able to respond to programmatic, economic, regional, and target population needs.

The career pathways framework is extremely promising. State programs have migrated their data collection and reporting information using Workforce One, Minnesota's case management system.

CUSTOMER SATISFACTION

The entire Minnesota WorkForce Center system uses one index to express customer satisfaction with its services: The Minnesota Customer Satisfaction Index (MnCSI), which is based largely on the American Customer Satisfaction Index (ACSI), as used in the private sector. The two primary indicators are the level of satisfaction employers and participants have with the programs. Minnesota continues to use a phone survey to collect customer satisfaction information.

The following questions are based on a scale of 1 (lowest or least satisfied) to 10 (highest or most satisfied), which we average and generate to a single number, the actual MnCSI, which falls on a scale of 0 to 100.

- What is your overall satisfaction with the services?
- To what extent have the services met your expectations?

- How well did the services you received compare with the ideal set of services?

A score of 70 translates to an average customer response of "7" to two of the three questions, and an "8" on the third. Minnesota uses this methodology because it provides a figure comprised of responses to at least two questions about the same idea, therefore producing a more reliable response than looking at responses to a single question.

During calendar year 2013, job seeking customers reported a MnCSI score of 77, exceeding Minnesota's negotiated performance level. Employers reported a MnCSI score of 75, short of Minnesota's negotiated performance level of 78.0. For the job seeker survey, 6,668 individuals were eligible for the survey. 870 were included in the sample, with 517 surveys completed, a response rate of 59.4 percent. 5,195 employers were eligible for the survey. 1,674 employers were included in the sample, with 1,199 completing the survey, a response rate of 71.6 percent. (See Table A on page 26.)

DEED staff pay careful attention to the results of this survey, and intend to address the results even more comprehensively in the future. Further, DEED looks forward to participating in an annually administered survey by the Minnesota Center of Survey Research, which would survey the wider population in Minnesota regarding their awareness of and interest in the WorkForce Center system.



IMPACT OF WAIVERS REQUESTED AND IMPLEMENTED BY MINNESOTA

Statewide Activity Waivers

Due to the elimination of the Governor's reserve (10 percent discretionary funding), Minnesota applied for waivers of two required statewide activities, which were approved through June 30, 2014:

Waiver 1:

Statewide Evaluations

USDOL granted Minnesota a waiver that exempts the state of the requirement to conduct evaluations of workforce investment activities for adults, dislocated workers, and youth in order to establish and promote continuous improvement of the statewide workforce investment system. This waiver allows Minnesota more operational flexibility in the wake of reduced administrative funding of the WIA 10 percent discretionary fund.

Impact of the waiver: Compliance and relatively neutral; without appropriate funding, Minnesota could not carry out this activity beyond the customer satisfaction questionnaire.

Advancement of Job-Driven Elements: No direct impact.

Waiver 2:

Provision of Local Workforce Investment Area Incentive Grants

USDOL granted Minnesota a waiver of the requirement to provide local workforce investment areas incentive grants to reward regional cooperation, local coordination of activities, and exemplary performance. This waiver allows Minnesota more operational

flexibility in the wake of reduced administrative funding of the WIA 10 percent discretionary fund.

Impact of the waiver: Local areas were disappointed to not have the opportunity to work with such a flexible funding stream; many areas used to offer incumbent worker training, supported the work of their Workforce Investment Boards, provided staff training, and offered upgrades to resource areas for customers.

Advancement of Job-Driven Elements:

Minnesota would have had a greater impact on President Obama's Job-Driven training elements had we not required this waiver. When DEED could award incentive grants to local areas for high program performance, many local areas would offer incumbent worker training that did not require layoff aversion, advancing Job-Driven Elements 1, 5, and 7. Incumbent worker training and other innovative projects funded through WIA 10 percent discretionary funds allowed local providers to (1) work up-front with employers to determine local or regional hiring needs and design training programs that are responsive to those needs, to (5) promote a seamless progression from one educational stepping stone to another and across work-based training and education, so an individual's efforts result in progress, and (7) create regional collaborations among American Job Centers, education institutions, labor, and non-profits.

Dislocated Worker and Adult Program Waivers

Resubmitted in Minnesota's WIA Unified Plan in September of 2012, the following waivers were approved through June 30, 2017.

Waiver 1:

Sliding Employer Reimbursement for Customized Training (WIA Section 101(8)(C))

USDOL granted Minnesota a waiver allowing reimbursement to an employer for more than 50 percent of the cost of customized training to enhance an employee's skills and ability to retain his or her employment with the business. This also will lessen the burden on smaller employers, encourage their participation, and increase the chances that providers will be able to use this important tool toward placing job seekers in permanent, high-skill employment.

Impact of the waiver: Most local areas have yet to implement this waiver, as most customers seek traditional classroom and on-the-job training.

Advancement of Job-Driven Elements:

This waiver would encourage Minnesota to address elements 1, 5, and 7. Customized training allows local providers to (1) work up-front with employers to determine local or regional hiring needs and design training programs that are responsive to those needs, to (5) promote a seamless progression from one educational stepping stone to another and across work-based training and education, so an individual's efforts result in progress, and (7) create regional collaborations among American Job Centers, education institutions, labor, and non-profits. Handling all of this while an individual is employed supports that employee as s/he advances in his/her career, and mutually supports the employer with an upskilled workforce.

Waiver 2:

Sliding Employer Reimbursement for On-the-Job Training (OJT) (WIA Section 101(31)(B))

USDOL granted Minnesota a waiver allowing reimbursement to an employer providing OJT opportunities on a sliding scale fee instead of the previously allowable 50 percent amount. This will lessen the burden on smaller employers, encourage their participation, and increase the chances that providers will be able to use this important tool toward placing job seekers in permanent, high-skill employment.

Impact of the waiver: The few local areas that have implemented this waiver have expressed that small employers are more likely to participate in the on-the-job training program as a result of the increased rate of reimbursement. This waiver has had a positive impact on Minnesota's program operations.



Advancement of Job-Driven Elements:

This waiver encourages Minnesota to address elements 1, 2, 5, and 7. On-the-job training supports local providers as they (1) work up-front with employers to determine local or regional hiring needs and design training programs that are responsive to those needs, (2) offer work-based learning opportunities with employers — including on-the-job training, internships, and pre-apprenticeships and Registered Apprenticeship as training paths to employment, (5) promote a seamless progression from one educational stepping stone to another and across work-based training and education, so an individual's efforts result in progress, and (7) create regional collaborations among American Job Centers, education institutions, labor, and non-profits. Handling all of this while an individual is employed supports that employee as s/he advances in his/her career, and mutually supports the employer with an upskilled workforce.

Waiver 3:

Transfer of DW and Adult Formula Funds (WIA Section 133(b)(4))

USDOL granted Minnesota a waiver that increases the allowable transfer amount between WIA Adult and DW program funding streams allocated to a local area, from 20 percent to 50 percent of formula funds.

Impact of the waiver: The consent to transfer larger amounts of funds allows providers to spend money in areas that demonstrate greater need, enhancing the state's capacity to consistently serve the needs that are unique and specific to local areas. This flexibility also fosters the capacity of providers to maintain high standards of program performance. During PY 2013, two providers requested and received a total transfer of 33.2 percent of their combined Adult allocation to WIA DW (\$260,000),

enabling them to serve 164 additional individuals. Three (different) providers requested and received a total transfer of 33.6 percent of their combined DW allocation to WIA Adult (\$410,588), allowing them to serve 98 additional individuals. Providers were able to offset the impact to their DW allocations using state DW program funds.

Advancement of Job-Driven Elements:

This waiver supports Minnesota with addressing Job-Driven Element 6 by breaking down barriers to accessing job-driven training and hiring for any American who is willing to work, including access to supportive services and relevant guidance. The more flexibility that providers have with their budgets, the fewer barriers they face in supporting customers, which in turn helps to break down the barriers that these individuals face.

Waivers 4 and 5:

DW and Adult Program Local Formula Funds and Rapid Response Funds for Incumbent Worker Training in an effort to avert layoffs (WIA Section 134(a) and 134(a)(1)(A), respectively)

USDOL granted Minnesota waivers to enable the state to allocate a portion of formula and/or Rapid Response funding to incumbent worker training. This allows the state's WIA resources to remain responsive to evolving labor market conditions.

Impact of the waivers: Unfortunately, because these waivers require evidence of layoff aversion, DEED and local providers have not been able to exercise this funding flexibility, offering no impact on service provision in Minnesota.

Advancement of Job-Driven Elements:

This waiver would have a greater impact on the President's Job-Driven Elements if it were not for the layoff aversion requirement. When local areas offer incumbent worker training that does not require layoff aversion (using state funds or previously available WIA 10 percent discretionary funds), Minnesota would advance Job-Driven Elements 1, 5, and 7. Incumbent worker training allowed local providers to (1) work up-front with employers to determine local or regional hiring needs and design training programs that are responsive to those needs, to (5) promote a seamless progression from one educational stepping stone to another and across work-based training and education, so an individual's efforts result in progress, and (7) create regional collaborations among American Job Centers, education institutions, labor, and non-profits.

Waiver 6:

Extension to Provisional Training Provider Eligibility (20 CFR 663.530)

USDOL granted Minnesota a waiver allowing the postponement of the determination of subsequent eligibility of training providers and to provide an opportunity for training providers to re-enroll and be considered enrolled as initially eligible providers.

Impact of the waiver: This waiver allows Minnesota more operational flexibility in the wake of reduced administrative funding for the Governor's Reserve Fund. This added flexibility in turn helps Minnesota's job seekers to obtain credentials and put them to use in post-secondary education as they work to improve their careers.

Advancement of Job-Driven Elements:

This waiver allowed Minnesota to advance Job-Driven Element 5 by promoting a seamless progression from one educational stepping stone to another, and across work-based training and education, so individuals' efforts result in progress. When providers do not need to worry about updating certification of training providers, they are more likely to support their customers in selecting training programs in a more timely fashion, which assists the customer in enrolling and completing training to then secure employment.

Waiver 7:

Exemption from including credential attainment outcomes for participants enrolled in on-the-job training in the credential performance measure calculations (20 CFR 666.100)

USDOL granted Minnesota a waiver to exclude OJT program participants from the credential attainment measure. DEED continues to report the programmatic outcomes for these individuals, but excludes them from the credential measure.

Impact of the waiver: This waiver encourages use of OJT by removing the barrier imposed by the lack of credential that accompanies completion of an OJT agreement. Over the course of PY 2012 and 2013, 54 individuals began OJTs in WIA DW, 22 of whom were excluded from the credential measure, indicating that local program providers appreciate this freedom with program performance impacts. The waiver was not quite as popular in WIA Adult, as only four are exempt of the 45 who began OJTs since PY 2012. Based on this experience we anticipate further advances in looking at opportunities to appropriately credential training activities included in on-the-job training programs.

Advancement of Job-Driven Elements:

This waiver encourages Minnesota to address elements 1, 2, 5, and 7. By removing the performance disincentive of the lack of a credential, providers have opted to support their customers into on-the-job training more freely. On-the-job training supports local providers as they (1) work up-front with employers to determine local or regional hiring needs and design training programs that are responsive to those needs, (2) offer work-based learning opportunities with employers — including on-the-job training, internships, and pre-apprenticeships and Registered Apprenticeship as training paths to employment, (5) promote a seamless progression from one educational stepping stone to another and across work-based training and education, so an individual's efforts result in progress, and (7) create regional collaborations among American Job Centers, education institutions, labor, and non-profits. Handling all of this while an individual is employed supports that employee as s/he advances in his/her career, and mutually supports the employer with an upskilled workforce.

Youth Program Waivers

The State of Minnesota had four waiver requests approved for PY 2013 that impacted youth program operations:

Waiver 1:

Individualized Training Accounts (ITAs)

This waiver allows older, out-of-school youth to take advantage of Individualized Training Accounts without co-enrolling in the WIA Adult Program.

Impact of Waiver: In PY 2013, 107 older, out-of-school youth in seven Minnesota WSAs benefited from this

service strategy. All WSAs using the waiver in 2013 developed local policies which were approved by the LWIB/ Youth Councils and DEED. The guidance DEED provided to WSAs can be found at <https://apps.deed.state.mn.us/ddp/PolicyDetail.aspx?pol=367>.

Advancement of Job-Driven Elements:

This waiver encourages Minnesota to advance Job-Driven Elements 5 and 6 by promoting a seamless progression from one educational stepping stone to another, and across work-based training and education, so individuals' efforts result in progress, and by breaking down barriers to accessing job-driven training and hiring for any American — even young ones — who are willing to work, including access to supportive services and relevant guidance.



Waiver 2:

Procurement of Three WIA Youth Program Elements

This waiver allows the grant recipient/ fiscal agent flexibility in procurement of three WIA youth program elements, including the flexibility to provide these services directly: paid and unpaid work experience, supportive services and follow-up services.

Impact of Waiver: Out of Minnesota's 16 WSAs, 11 have incorporated this waiver into their operations to allow increasingly limited resources to be directed towards activities and services they would otherwise be unable to fully fund. For example, this waiver allows the grant recipient/fiscal agent to provide the supportive services and follow-up services to participants who have successfully completed their WIA experience. This approach allows the contract service providers to focus their efforts on new, incoming participants without adversely affecting support services and/or follow-up.

Advancement of Job-Driven Elements:

This waiver has allowed Minnesota to advance Job-Driven Elements 2 and 6 by offering youth work-based learning opportunities with employers - including on-the-job training, internships, and pre-apprenticeships and Registered Apprenticeship as training paths to employment and by breaking down barriers to accessing job-driven training and hiring for any American who is willing to work, including access to supportive services and relevant guidance.

Waivers 3 and 4:

TANF Summer Youth (Design and Performance)

These waivers complement each other, allowing local service providers the flexibility to serve primarily teen parents and youth from communities

of color who are also participants in Minnesota's TANF program (known as the Minnesota Family Investment Program, or MFIP). The program design waiver allows WIA service providers to offer work experience opportunities for these youth that do not duplicate services (such as assessments, development of service strategies, etc.) that have already been accomplished by the MFIP counselor or social worker. The performance waiver recognizes the work readiness indicator (originally introduced under ARRA) as the only required performance outcome for these participants.

Impact of Waivers: A total of 23 youth were served under the two waivers in PY 2012; of the 23, Minnesota youth service providers chose to continue 15 of these youth in WIA beyond the end of September. In PY 2013, Minnesota did not operate a TANF Summer Youth Program. In PY 2014, Minnesota will be asking for the two waivers to support a TANF Innovation Project, serving two target groups: 1) Teen parents, ages 16 through 24, receiving MFIP benefits; and 2) Younger youth, ages 14 through 18, who are on the grant in MFIP households.

Advancement of Job-Driven Elements:

This waiver has allowed Minnesota to advance Job-Driven Elements 2 and 6 by offering youth work-based learning opportunities with employers — including on-the-job training, internships, and pre-apprenticeships and Registered Apprenticeship as training paths to employment and by breaking down barriers to accessing job-driven training and hiring for any American who is willing to work, including access to supportive services and relevant guidance.

DISLOCATED WORKER PROGRAM

Program Year 2013 (July 1, 2013 – June 30, 2014) brought challenges and opportunities for the Dislocated Worker (DW) program in Minnesota. One of the persistent principal challenges is a high number of long-term unemployed program participants.

In an effort to continually improve services to job seekers, the DW program in Minnesota sought to maintain high levels of performance through collaboration with other programs, utilization of labor market information, and streamlining enrollment of participants in employer-coordinated training, such as On-the-Job Training (OJT).

INDIVIDUALS SERVED DURING PY 2013

In PY 2013, the federally funded DW program served 4,540 individuals, a decrease of 1,121 individuals as compared to PY 2012, when providers served 5,661 individuals. Minnesota expended \$8,009,930 in serving these customers during PY 2013.

STATE-FUNDED DISLOCATED WORKER PROGRAM

Minnesota is one of the few states that offers a state-funded DW program in addition to the WIA DW program. The state Workforce Development Fund, sourced by a nominal fee imposed on employers based on the number of employees earning at least \$28,000 annually, pays for the state DW program.

The state program served 10,364 individuals in PY 2013, making its enrollment well over twice this size of the WIA funded DW program.

TABLE 1: Dislocated Worker Program Overview for PY 2013

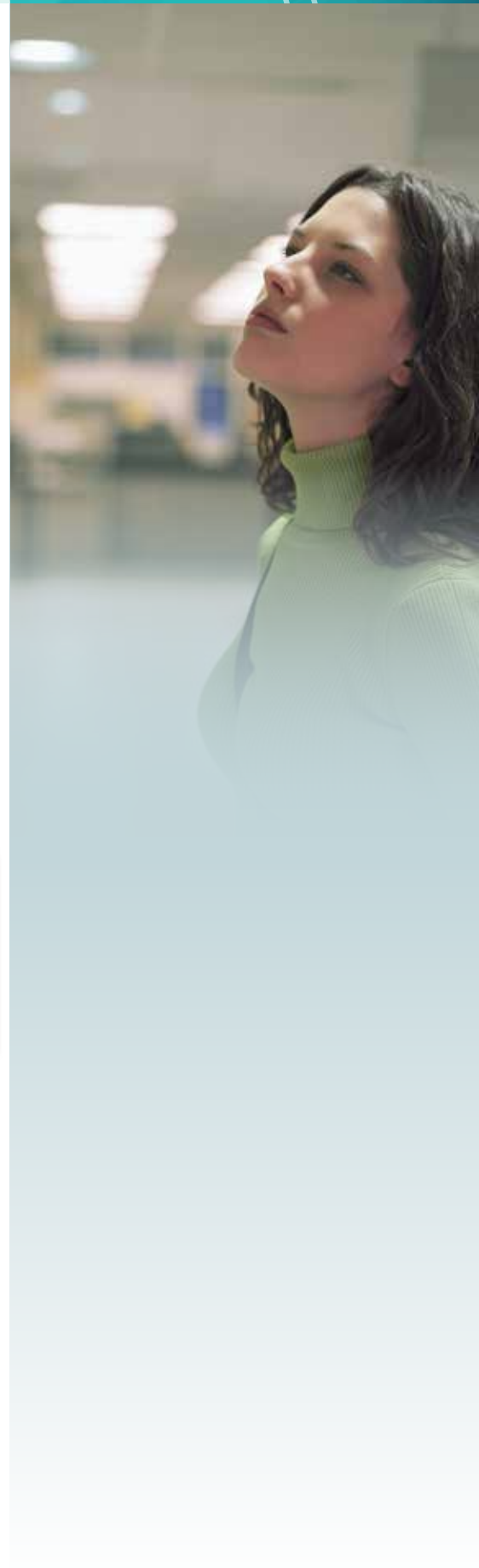
Program	Customers Served	Program Funding Expended
WIA Dislocated Worker	4,540	\$8,009,930
Minnesota Dislocated Worker	10,783	\$665,986
National Emergency Grants	654	\$2,106,597
Total Unique Customers	14,974	\$10,782,513

PROGRAM PARTICIPANTS

The DW program helps customers return to work after a layoff or other challenging life circumstance. To be eligible for the DW program, an individual must typically be eligible for Unemployment Insurance (UI). Seasonal workers, however, are eligible for UI in Minnesota, but are not eligible for the DW program.

The groups who can access services through the DW program in Minnesota are:

- Workers who have been laid off through no fault of their own;
- Self-employed individuals who lost their jobs due to economic conditions;
- Displaced homemakers;
- Individuals who have been unemployed for at least 26 weeks, or long-term unemployed;
- Veterans.



ENROLLMENT DEMOGRAPHICS

Age: Individuals aged 45 to 54 years comprise 47 percent of the DW customer population. This age range is representative of the largest age demographic for a program where a majority of participants are long-term workers who have lost their job through no fault of their own.

Race: The racial makeup of DW program participants mirrors that of Minnesota as a whole. A slightly higher proportion of DW program participants identify as African American than do Minnesotans as a whole, at nine and six percent respectively. Less than one percent (0.93) of DW program customers identify with an “other” racial category, compared to one percent of Minnesotans. For American Indian, white and Asian groups, the percentages between DW program participants and Minnesotans are similar at .74, 85, and 3.74 percent.

Education: Most DW program participants do not hold a higher education degree at enrollment. 60 percent have a high school diploma or equivalent as their highest level of education. 38 percent hold an Associate’s degree, a bachelor’s degree, or post-graduate education.

FOCUSED SOURCES OF FUNDING: NATIONAL EMERGENCY GRANTS

National Emergency Grants (NEGs) are grants awarded to states by USDOL to temporarily expand the service capacity of the DW program by providing funding assistance in response to large, unexpected economic events with significant job loss.

On July 1, 2014 DEED received the Job-Driven (JD) National Emergency Grant to serve 132 long-term unemployed residents in central Minnesota and in Washington County. The JD NEG will

provide credentialed trainings and opportunities for apprenticeships and on-the-job training in the manufacturing, healthcare, transportation, and information technology industries.

SERVICES OFFERED

The DW program offers a variety of services in Minnesota. These services are housed under four categories: Core, Intensive, Training, and Support.

Core Services	Intensive Services	Training Services	Support Services
WIA program eligibility determination	Comprehensive assessments	Occupational skills	Transportation cost assistance
One-Stop services orientation	Employment plan development	On-the-job training	Family care cost assistance
Basic skills assessments via MinnesotaWorks.net	Counseling and career planning	Apprenticeship training	Health care cost assistance
Workshops for job-seeking skills	Case Management	Entrepreneurial support	Housing or rental assistance
Self-service tools, including MinnesotaWorks.net	Short-Term pre-vocational services	Literacy and adult basic education	Emergency health or financial assistance
Job search and placement assistance		Job readiness	Personal, financial and legal counseling
Career counseling		Customized training	

PROGRAM STRUCTURE

Minnesota has 16 Workforce Service Areas (WSAs), each governed by a local Workforce Investment Board (WIB). Within these 16 WSAs, a network of 47 WorkForce Centers house hundreds of career counselors who deliver core and intensive services to customers. These counselors also research and approve any training pursued by a dislocated worker.

In addition to the 16 WSAs, there are nine WIA-certified, independent service providers:

- Arrowhead Economic Opportunity Agency;
- Career Management Services;
- Employment Action Center;
- Goodwill/Easter Seals;
- HIRED;
- Jewish Family and Children’s Service;
- Lutheran Social Service;
- Minnesota Teamsters Bureau; and
- Quality Career Services.

PROVIDING SERVICES: SMALL AND LARGE LAYOFFS

Because the size of a layoff impacts how to best reintegrate workers, the DW program responds differently to small and large layoffs. A dislocated worker who is part of a small layoff (fewer than 50 people) independently selects a WorkForce Center or an independent service provider authorized to serve small layoffs. The customer then meets with a DW program counselor, who guides her/him on a path to reemployment.

A dislocated worker who is part of a large layoff (more than 50 people in fewer than 30 days) will often enter the DW program through a “project.” In a project, Minnesota’s Rapid Response Team works with the laid off workers to develop a Selection and Planning Committee that will choose a single provider to serve the full group of workers affected by the layoff.

RAPID RESPONSE

Minnesota’s Rapid Response Team is the first responder to large layoffs and a vital component of providing services quickly. This team finds out about layoffs, coordinates with businesses, and lets customers know about the DW program and UI benefits. Upon notification of a layoff, rapid responders meet with the employer to gather information and look for ways to avert job loss. If the layoff moves forward, rapid responders help affected workers learn about benefits and access services.

PERFORMANCE

Minnesota met the target ratio (at least 80 percent of standard) in each of the four performance measures. The state fell short, however, of exceeding performance in the average earnings standards (Table 2). Each of these standards represented an increase in performance standards for PY 2013.

EFFICIENCY MEASURES

These calculations use program expenditure and performance data found in the back of each year’s annual report. Costs have increased in all efficiency measures from PY 2011 to PY 2013. This trend is driven by a decrease in the number of individuals exiting or served through the WIA DW program in PY 2013, accompanied by only a slight decrease in program expenditures.

ACCOMPLISHMENTS FROM PY 2013

- Increased inter-program training on serving minority populations to reduce the unemployment gap.
- Nearly completed and provided comprehensive training on Minnesota’s revamped customer management information system, Workforce One.

GOALS FOR PY 2014

- Increase focus on serving individuals who are long-term unemployed.
- Leverage the Job Driven National Emergency Grant to provide additional credentialed training and opportunities for apprenticeships and on-the-job training in manufacturing, healthcare, transportation, and information technology.
- Continue improvements to capture performance impacts for credential attainment. Staff have analyzed methods for reporting credential attainment and have begun to address two issues: reporting “drops” through funding changes with different funding streams and data entry errors.

TABLE 2: WIA Dislocated Worker Program Performance Outcomes

Performance Measure	PY 2013 Goal	PY 2013 Outcome	PY 2013 Target Ratio ¹
Number of Customers Served		4,540	
Entered Employment	85.0%	89.0%	104.7%
Employment Retention	92.5%	93.2%	100.8%
Average Earnings	\$20,000	\$18,986	94.9%
Credential and Employment Rate	69.0%	75.03%	108.7%

¹Target Ratio is defined as the PY 2013 outcome divided by the PY 2013 goal x100.

TABLE 3: Program Efficiency Measures

Ratio	Calculation	PY 2011	PY 2012	PY 2013
Cost Per Participant Served by Counselor	Program Expenditures/Participants Served by a Counselor	\$1,176	\$1,584	\$1,764
Cost per Exiter	Program Expenditures/Total Program Exiters	\$2,210	\$2,757	\$3,155
Cost per Entered Employment	Program Expenditures/Participants Employed in the Exit Quarter	\$2,365	\$2,924	\$3,534
Cost per Retained Employment	Program Expenditures/Participants Employed in the Exit and Following Two Quarters	\$2,130	\$2,709	\$3,617
Cost per Individual Attaining a Credential	Program Expenditures/Training Participants Employed in the Exit Quarter, Earning a Credential by the Third Quarter	\$5,774	\$7,076	\$12,063
Cost per \$1 in Post-Program Earnings (one quarter)	Program Expenditures/Participants Employed in the Exit Quarter	\$0.11	\$0.15	\$0.20

DISLOCATED WORKER PROGRAM SUCCESS STORIES



Success Story:

Lorrae and the Brainerd WorkForce Center

My name is Lorrae, and I have changed my life through hard work and determination. In August 2010, I was laid off from my job as an executive housekeeper at a large hotel. Without a job, I could no longer support my family, which included an 8-year-old and an infant. I learned about the Dislocated Worker program, which helps people like me return to school to get a college degree.

I started by taking a three-week certified nursing assistant course at Central Lakes College and was accepted into the Licensed Practical Nursing (LPN) Program. After completing the 15-month LPN Program and passing my state boards in April 2013, I was accepted into the accelerated Registered Nursing Program at the college in August 2013. The hard work eventually paid off. I completed the program in May 2014 and passed my state nursing boards in June 2014.

I am now working as a private duty nurse. I take care of a 5-month-old baby and earn more than double what I was earning four years ago. With hard work and determination, anything is possible as long as you believe in yourself. I would not be here without my job counselor's support. When I was struggling, I could call Amber and she would talk me through the hard times. I would like to give a huge THANK YOU to Amber and Rural Minnesota Concentrated Employment Program, Inc.



Success Story:

Tracy and Rural Minnesota Concentrated Employment Program, Inc.

I worked as a painter for more than 20 years before finding myself unemployed due to company cutbacks. I collected unemployment insurance for six months while searching for a job. I visited the Minnesota WorkForce Center in Brainerd, where I received career counseling, planning and resources to assist with my job search. I achieved a silver level of the National Career Readiness Certificate. I needed a change of pace, including a new career.

Staff assisted me in exploring schools and financial aid packages to obtain my commercial driver's license (CDL). Rural Minnesota Concentrated Employment Program Inc. approved Dislocated Worker Program funding for my schooling. I successfully completed courses at St. Cloud Technical and Community College, passed my CDL exam that same day and joined the world of transportation professionals. Two days after I received my commercial driver's license, I accepted an over-the-road truck driver position with South Bay Transport of Mankato. I log miles from coast to coast and feel optimistic about my future. The company treats me well, and I am enjoying my new career.

I want to thank Rural Minnesota Concentrated Employment Program, Inc., the WorkForce Center and St. Cloud Technical and Community College for helping me achieve my career goal.



Success Story:

Tim and the City of Minneapolis Employment and Training Program

In early July, I accepted a full-time job offer with the Hennepin County Medical Center as a human resources systems specialist.

In addition to assisting with benefits claims questions and re-enrollment, I process routine administrative actions onto team member records. I would like to thank Laura Keiser, the Dislocated Worker program, Paul Sears and the Thursday Job Club for the support and inspiration that led to this job. The enthusiasm that surrounded my job search was what kept me going when I could not think of another trick to try. Laura radiated empathy and always went the extra mile to help me try new ideas and keep me focused on my objective.



Success Story:

Amanda and Southwest Minnesota Private Industry Council

I was laid off from my job as a records associate at Schwan's Shared Services in Marshall in December 2011. I had never been laid off before and was not sure what to do next, given the economic conditions at that time. My husband and I have a young child and need two incomes to keep the family self-sufficient. I attended college right out of high school but did not complete a degree or diploma program. I had been working in entry-level and temporary jobs the last few years. I needed to get a degree to find stable employment.

I met with Tim Jones at the Marshall WorkForce Center, and together we reviewed the high-growth, high-demand fields (including health care) that have stable employment and a livable wage in the region. I took the Career Scope assessment and scored high aptitude and interest in health care. As a result, I decided to attend Minnesota West Community & Technical College to become a medical lab technician. I enjoyed attending school, meeting people and learning about a new career. I have accepted a job with the company where I interned and will increase my wages by almost \$7 per hour from my previous job. I am excited and appreciate the help I received. I would not have succeeded without the help of the Dislocated Worker program and my career counselor, Tim Jones. With my education and my new employment opportunity, I am on the path of success.



YOUTH PROGRAM

Minnesota supports partnerships to leverage resources and opportunities to help young people — the future workforce — attain the skills, knowledge and aptitudes to become productive workers in the 21st century economy.

Minnesota's vision for providing quality services to youth includes:

- Coordination of resources at the state and local level;
- Connecting youth with quality educational and work-based learning opportunities;
- Introducing youth to career pathways and in-demand jobs important to regional economies;
- Performance accountability; and
- Focusing on serving the neediest youth.

The high quality of Minnesota's youth programs influences the participation of youth, the satisfaction and retention of youth workers, and the impact programs have on young people, families and the community. Investments in promoting quality pay off. Cost-effective youth services reduce future costs of out-of-home placement, public assistance and the juvenile justice system.

WHO IS TARGETED FOR COMPREHENSIVE SERVICES?

Minnesota's youth unemployment rate was 16.9 percent for all youth in 2013, and double that for youth of color, youth with disabilities and economically disadvantaged youth. Minnesota's graduation rate was 84 percent for all youth but much lower for youth of color, youth with disabilities and economically disadvantaged youth. Minnesota's WIA Youth Program served 3,583 youth in PY 2013: 41 percent of the

youth served had a disability; 44 percent were youth of color; 35 percent were from families receiving public assistance; 16 percent were system-involved youth (foster youth or juvenile offenders) and 11 percent were homeless youth/runaways. Through the leadership of the LWIBs/Youth Councils, Minnesota's WIA Youth Program provides comprehensive services to youth who are experiencing the "opportunity gap" and "achievement gap."

To be eligible for WIA youth services a youth must be between the ages of 14-21, low-income and have one or more of the following barriers:

- Deficient in basic skills;
- School dropout;
- Homeless, runaway or foster child;
- Pregnant or parenting;
- Offender; or
- Requires additional assistance to complete an educational program, or to secure and hold employment.

Local Workforce Investment Boards (LWIBs) and Youth Councils play a key role in promoting collaboration across local youth-serving agencies.

LWIBs and Youth Councils make the following ten required youth program elements available:

- Paid and unpaid work experiences and internships;
- Adult mentoring;
- Leadership development;
- Occupational skills training;
- Alternative secondary school services;
- Comprehensive guidance and counseling;
- Support services;
- Summer employment opportunities;
- Tutoring, study skills training/dropout retention strategies; and
- Follow-up services.

The WIA Youth Program can provide the skills and knowledge to help youth become leaders in their own communities. WIA youth service providers view leadership skills as a valuable workforce skill. Youth Councils often include as members, former participants, and young leaders from low-income backgrounds who rose above overwhelming challenges.

COMMUNITY SOLUTIONS FOR OPPORTUNITY YOUTH

Minnesota's commitment to improving services to the neediest youth is reflected in its Shared Vision for Youth (SVY): "By age 25, Minnesota's young people will be ready for the responsibilities and rewards of economic self-sufficiency, health family and social relationships, community involvement, stable housing and life-long learning." This vision statement is supported by an interagency workgroup whose mission is: "State agencies will collaborate to assure that Minnesota's neediest youth acquire the talents, skills, and knowledge necessary to ensure their healthy transition to successful adult roles and responsibilities."

The White House Council for Community Solutions defined youth who are disconnected from both school and jobs as "opportunity youth." Minnesota supports partnerships at the state and regional levels so that a variety of funding sources can be leveraged to address the needs of opportunity youth who are disconnected from both school and jobs. Quality programs can have a positive effect on young people, their families and the community.

DEED posted a Shared Vision for Youth (SVY) web page to provide the contact information for the state-level interagency workgroup and the capacity of on-going interagency

projects which further the goals of serving "opportunity youth" and achieving successful youth outcomes, see: <http://mn.gov/deed/programs-services/office-youth-development/index/shared-vision/index.jsp>.

The goal of the interagency projects is to improve transition outcomes for all at-risk youth with particular emphasis on:

- Dropouts and potential dropouts;
- Youth aging out of foster care;
- Youth with disabilities; and
- Homeless youth.

PRIVATE SECTOR PROMOTES YOUTH WORKFORCE DEVELOPMENT

Minnesota's successful implementation of the WIA Youth Recovery Act in 2009, provided an opportunity for WSAs/youth service providers to build relationships with new employers, including private sector employers. Local employers play a variety of roles in supporting youth workforce development goals in high-growth occupations, including:

- Identifying the skills and competencies needed in the workplace, particularly for entry level positions;
- Creating work experience opportunities and internships;
- Providing mentoring opportunities and support for youth as they pursue careers in high-growth industries;
- Developing industry certifications; and
- Acquiring employer and industry commitments to hire youth.

The City of Minneapolis (STEP-UP) and the City of St. Paul (RIGHT TRACK) successfully implemented nationally-recognized youth employment models that demonstrate the strong

role that the private sector can play in supporting youth workforce development goals in urban settings. Central Minnesota Jobs and Training (CMJTS) developed the highly successful private sector internship model (YOUTH PROTÉGÉS) in Greater Minnesota.

Minneapolis STEP-UP:

http://www.minneapolismn.gov/cped/metp/cped_stepup

St. Paul Right Track:

<http://www.stpaul.gov/index.aspx?nid=5147>

CMJTS Youth Proteges:

http://www.cmjts.org/index.php?option=com_content&view=article&id=86&Itemid=119

WIA Youth programs target an extremely disadvantaged group of young men and women. Youth participants have multiple challenges such as substance abuse, criminal records and mental health issues, in addition to being poor. Benefits of participation in youth employment activities include:

- Applied hands-on learning strategies improve youth grades, attendance and graduation rates. Applied learning increases youth engagement, as well as access to post-secondary education.
- Participants become aware of skills and competencies needed to satisfy employer requirements.
- Engaged participants who are highly positive about their program experiences. They remark on the high quality of youth counselors who "stick with them" until they understand a concept or a problem, and worksite supervisors who were mentors.
- The program sets high expectations and high standards of responsibility, respect and hard work. The high expectations, combined with support

from staff, create an environment where real and sustained growth can take place.

- Work-based learning produces tangible results that are valued by youth participants and remind the community of the value of the contributions of these young people.
- Disadvantaged youth are committed to other local resources, community service and leadership opportunities.

DEED's website includes best practices, positive media coverage and success stories that focus on the achievements of Minnesota's WIA Youth participants. See the success stories at: <http://mn.gov/deed/programs-services/office-youth-development/success-stories/index.jsp>.

YOUTH COUNCILS

Youth Councils are multi-sector local partnerships involved in shared decision-making, community education and awareness, resource mapping, youth-centered planning, program development and capacity building. Youth Councils:

- Assure that the youth service strategy fits into the overall vision and strategic direction for workforce development established by the LWIB.
- Assure that youth from all backgrounds can connect to work, school and service.
- Promote effective learning environments linking education and employment, leadership development, nurturing mentors, introduction to career pathways and sustained support for at-risk youth.

- Reconnect out-of-school youth to an educational program where they earn a high school diploma and transition to post-secondary training where they earn recognized credentials.
- Identify eligible service providers under WIA and provide oversight.
- Leverage resources to effectively serve youth.
- Initiate youth summits or focus groups to identify youth needs and service gaps.

Minnesota developed a Youth Council Resource Guide, which is a compilation of best practices providing a snapshot of cooperative youth partnerships underway in Minnesota's 16 Workforce Service Areas. See our Youth Council Resource Guide (see: <http://mn.gov/deed/images/YouthCouncilGuide.pdf>).

PERFORMANCE RESULTS

Minnesota's WIA Youth Program served 3,583 youth in PY 2013. Minnesota met or exceeded all planned performance goals in PY 2013. Table O includes WSA-level performance data.

PERFORMANCE ACCOUNTABILITY

As funding levels have fluctuated, LWIBs/Youth Councils directed youth service providers to prioritize services to the neediest youth.

DEED's Office of Youth Development completed an analysis of WIA Youth exiters from PY 2004 to PY 2012, and developed a chart that depicts Minnesota's commitment to serving the neediest youth (see: http://mn.gov/deed/images/Exiter_Comparison.pdf)

Youth with disabilities are served at a level that is over three times the national average; Foster youth, juvenile offenders, homeless youth and runaways, approximately twice the national average; American Indian youth, five times the national average and Asian American youth, 2.5 times the national average.

DEED negotiated youth performance goals with Minnesota WSAs individually as part of the local planning process. DEED considered such factors as local labor market conditions, customer characteristics, and whether the WSA planned to target hard-to-serve youth.

TABLE 1: WIA Youth Performance Standards and Outcomes

WIA Youth Program Performance Measure	PY 2013 Goal ¹	PY 2013 Outcome	PY 2013 Target Ratio ²
Younger Youth Skill Attainment	94.0%	95.4%	101.5%
Younger Youth Diploma/Equivalent	88.0%	88.4%	100.5%
Younger Youth Placement and Retention	82.0%	91.7%	111.8%
Older Youth Entered Employment	75.0%	83.0%	110.7%
Older Youth Retention	87.0%	91.2%	104.8%
Older Youth Wage Gain	\$4,800	\$5,786	120.5%
Older Youth Credential	58.0%	58.3%	100.5%

¹State-level goals, as approved by the U.S. Department of Labor.

²Target ratio is defined as the PY 2013 result, divided by the PY 2013 goal*100.

PARTNERSHIPS TO LEVERAGE TANF RESOURCES

DEED, the Department of Human Services, and the Minnesota Workforce Council Association (MWCA) developed a partnership to serve teen parents receiving Minnesota Family Investment Program (MFIP) benefits or in TANF-eligible households.

The 2009 Teen Parent project provided work experience and work readiness training for approximately 300 teen parents enrolled in MFIP. Ninety-two percent of participants developed work readiness skills through this experience.

The 2010 TANF Summer Youth Program leveraged \$3.1 million in TANF Emergency Contingency Funds (ECF) to serve nearly 2,300 youth who were teen parents receiving MFIP or members of TANF-eligible households. Ninety-three percent of these youth attained work readiness skills. Fifty-five percent of the wages earned by participants resulted from placements with private sector employers.

In 2011, Minnesota used TANF Innovation funds for a targeted Teen Parent Summer Youth Project in an effort to address disparities in MFIP outcomes, especially the Work Participation Rate (WPR), for African American and American Indian participants. For the period of July 2010 through September 2010, the WPR for all MFIP participants statewide was 41.1 percent. For white participants the rate was 44 percent while the rates for African American and American Indian participants were 37.6 percent and 30.7 percent, respectively. The 2011 project served 133 youth, 93 percent of whom demonstrated increased work readiness skills.

The 2012 Teen Parent Project provided paid work experiences to 172 teen parents, ages 14 to 21, who were receiving MFIP benefits. The project served participants with little or no previous work experience from 39 of Minnesota's 87 counties.

The 2014 TANF Innovation Project is expected to serve approximately 200 participants in the following target groups: 1) Teen parents, ages 16 through 24, receiving benefits under the Minnesota Family Investment Program (MFIP); and 2) Younger youth, ages 14 through 18, who are on the grant in MFIP households.

Co-enrollment in the WIA Youth Program and/or the Minnesota Youth Program and the approval of waivers by USDOL/ETA to allow flexibility in program design and performance measures for co-enrolled WIA Youth have contributed to the success of these projects.

For examples of Teen Parent success stories (see: http://mn.gov/deed/images/Teen_Parent.pdf).

WIA YOUTH CO-ENROLLMENT OPTIONS

Thanks to the Minnesota Legislature's investment in the Minnesota Youth Program, our state has the infrastructure in place to provide services to youth who face obstacles to reaching current and future job demands. When unemployment rates among Minnesota youth are at their highest level in a generation, the \$3.5 million investment in MYP results in services to an additional 3,000 at-risk youth each year through work experience/experiential learning. An additional 2,521 youth received individualized counseling services and 8,064 received group services through the new Outreach to Schools component of MYP in SFY2014. The Northeast Minnesota Office of Job Training's Career EdVenture model (see: <http://www.nemojt.org/Services/Teenagers/NortheastCareerEdVenture.aspx>) is an example of this new state-funded strategy. The Northeast model includes partnerships with over 40 local educational agencies to provide youth and families with career counseling/planning, information about



occupations with growth potential, and an understanding of the education and training path to those occupations.

Operated under the oversight of the LWIBs/Youth Councils, every state dollar invested in MYP yields a return on investment of \$4.25. For more information on the Minnesota Youth Program (see: <http://mn.gov/deed/programs-services/office-youth-development/youth-programs/youth-program.jsp>).

YOUTHBUILD COORDINATION

The Minnesota Legislature provided \$1 million in state funding which currently supports ten Youthbuild Programs serving at-risk youth ages 16 to 24. Each state dollar is matched by one local dollar. In SFY 2013, 409 youth were served: 93% obtained a diploma or GED, 79% were placed in employment, 48 percent were involved in post-secondary training, apprenticeship or the military. The USDOL funded four federal Youthbuild Projects: two in rural Minnesota: Bi-County Community Action Program and Red Lake Reservation and two in the metro area: Minneapolis (Tree Trust) and St. Paul (Dayton's Bluff Neighborhood Housing Association). DEED's Youthbuild web page includes program summaries, location of state and federal programs and best practices (see: <http://mn.gov/deed/programs-services/office-youth-development/youth-programs/youthbuild.jsp>).

WORKPLACE SAFETY FOR TEENS

DEED's Office of Youth Development partnered with the National Young Worker Safety Center on the Minnesota edition of Talking Safety: Teaching Teen about Workplace Safety and Health." See our website on youth workplace safety (see: <http://mn.gov/deed/programs-services/office-youth-development/workplace-safety-youth/index.jsp>).

DISABILITY EMPLOYMENT INITIATIVE — PARTNERS FOR YOUTH

In late 2012, DEED was awarded a three-year, \$2.9 million Disability Employment Initiative (DEI) grant by the Department of Labor to improve education, training, and employment opportunities and outcomes for youth with disabilities, ages 14-24, who are also one or more of the following: foster youth, teen parent, homeless, out-of-school or at-risk of dropping out of school, or ex-offender. The project is in its second year of operation through three WSAs: Rural Minnesota CEP, Inc., South Central Workforce Council; and Workforce Development, Inc. (Southeast Minnesota). For more information, see: <http://mn.gov/deed/programs-services/office-youth-development/index/disability-employment-initiative/index.jsp>.

COST-EFFECTIVENESS

ANALYSIS:

WIA YOUTH PROGRAMS

- Total WIA Youth Expenditures: \$8,035,005
- Total WIA Benefits: (Wages + Earnings): \$10,997,619
- Cost/Benefit Ratio: \$1.37 for each \$1 of WIA Youth Formula Grant Funds.
- Post-Program Participant Wages: \$2,962,614
- Youth Program Earnings Through Participation: \$8,035,005

OTHER POSITIVE RESULTS:

- Students remained in school as a result of participation in WIA.
- Dropouts returned to school during or after participation in WIA.
- Savings were realized due to reduced crime and judicial system costs.
- Juvenile offenders were able to use a portion of their earnings to pay restitution.
- Development of responsible work habits, work readiness credentials, citizenship skills and parenting skills occurred.
- Savings to taxpayers through participants leaving (or not entering) public assistance programs.



YOUTH PROGRAM SUCCESS STORIES



Success Story:

Casey and Southwest Minnesota Private Industry Council (PIC)

Casey entered the Southwest PIC youth program as a 16-year-old single mother. Because of her high intelligence, she was not challenged academically in high school. Casey's support team at school felt she should work toward her GED (general educational development) degree and enter post-secondary school early. Casey was interested in the nursing field and could participate in nursing assistant classes until she entered post-secondary school.

Casey obtained her GED, followed by a certified nursing assistant (CNA) license a few months later. She was hired at Avera Marshall Medical Center and worked as a CNA for more than a year, when she decided it was the right time for her to enter post-secondary school. Casey moved out of her mother's home and into her own apartment, where she now lives with her two little boys.

After vocational interest and occupational assessments, a career plan was created for Casey to obtain her associate science degree as a dental assistant. Casey has been working toward this goal for almost a year and is on track to finish her degree in May 2015.



Success Story:

Alexea and Washington County

I lost my once reliable after-school job at the age of 18 when the business where I worked closed. I was referred to the Washington County Workforce Center's Youth Program to participate in training and workshops and to gain more skills through short-term job placement.

I was placed in a student intern position in the administration department at the city of Woodbury. I finished high school six months early by attending day and night school before starting the job with the city. I gained a tremendous amount of work experience and received a lot of support in the administration department. Even after starting college, I could fill in at city hall during school breaks.

The Washington County Youth Program has helped me in ways that I never could have imagined. They made it their mission to see me succeed by providing educational guidance, resources to build work ethics, workshops, assessments and so much more. I continue to go to school and will soon obtain a degree in human services to accomplish my career goal of working in that field. I plan to focus on social services for Minnesota families, children and at-risk youth.



Success Story:

Deserae and Anoka County

Deserae enrolled in Anoka County's Youth Program in the summer of 2008. She was 14 and in foster care.

Deserae never had a job before and took full advantage of the opportunity to learn new skills. Within Deserae's first month of work, her worksite supervisor asked if awards were given to students for great performance.

Deserae's second year-round work experience was at a thrift shop operated by Anoka County Community Action Program. She developed customer service skills and working knowledge of a busy retail store. Deserae continued to excel in her position at Twice Nice and in her high school studies. Deserae graduated from Blaine High School and was adopted by her foster family.

Deserae's worksite supervisor stated: "Deserae has been a huge asset to Twice Nice. Once reserved, soft-spoken and unsure of herself, she has now grown into a confident, self-assertive and strong young woman. She is a 'team player' with her knowledge of the business and working with over 200 volunteers, community service workers and other workforce participants. She is well known in our store and is sought after for her knowledge, expertise and friendly disposition. She tackles all projects wholeheartedly, and her sense of loyalty and belief in our store has greatly contributed to the success that we have had so far."

Deserae was promoted and hired as permanent staff member in the position of thrift store technician. She continues to work with customers in retail sales. Her long-term goal is to attend college and get a job in the animal control field.



ADULT PROGRAM

The WIA Title 1-B Adult program provides employment and training assistance to adults who face significant barriers to employment. Minnesota's Adult program prioritizes individuals who receive public assistance, individuals living with low incomes, and veterans within these groups.

For each customer, the overarching goal is employment or enhancement within his or her occupation. Generally, Adult program customers work to increase their earnings, retain employment, and diversify their occupational skills. In PY 2013, Minnesota's Adult program served 197,720 individuals. Of those, counselors worked one-on-one with 2,031 individuals. 195,689 were self-service customers, accessing services available in the resource areas of WorkForce Centers throughout the state. Minnesota expended a total of \$7,593,504 in providing these services during PY 2013.

SERVICES OFFERED

When eligible job seekers first enroll in the Adult program, they participate in a preliminary assessment of skill levels, aptitudes, and abilities. Next, customers have access to a variety of services and support should they need them to attain larger employment goals. These services include:

WIA Adult Services	Support Services
• Current job openings via MinnesotaWorks.net	• Transportation
• Training for skills necessary for in-demand jobs	• Family care
• Classroom training	• Health care
• Entrepreneurial training	• Housing or rental assistance
• On-the-job training	• Emergency health insurance
• Vocational and personal counseling	• Emergency financial assistance
• Labor market information	• Tools and clothing
• Detailed assessment tools	• Personal, financial, and legal counseling
• Supportive services	
• Resource areas and equipment	
• Referrals to other agencies	

PROGRAM ORGANIZATION

In each of the 16 local Workforce Service Areas (WSAs) which house Minnesota's 47 WorkForce Service Centers, a local Workforce Investment Board (WIB) has the authority to select the unique services that it will offer to its WIA Adult customers based on their needs and available resources. The WIB is also responsible for strategic planning, program oversight, and coordination of resources.

PROGRAM CUSTOMERS

During PY 2013, 67.6 percent of Adult program customers were not employed at time of initial service, a declining percentage over the previous two years (Table 1). Over 40 percent received some form of public assistance, similar to PY 2012. Slightly under a third of customers were single parents, a share that has been relatively consistent over the past few years.

A declining share of customers (21.6 percent) was receiving unemployment insurance benefits at program registration, down slightly from PY 2012 and PY 2011. There were clear increases in the percentage of high school graduates, and older workers. There was a drastic decrease in percentage of persons living with a disability that presented a barrier to self-sufficiency. The share of customers with limited English speaking ability increased slightly since PY 2012.

Characteristic	PY 2011	PY 2012	PY 2013
Customers Served	2,384	2,267	2,031
Not Employed at Time of Initial Service	71.1%	69.2%	67.6%
Receiving Unemployment Insurance Benefits at Enrollment	24.6%	22.7%	21.6%
Receiving Some Form of Public Assistance	40.2%	41.8%	40.9%
No High School Diploma at Time of Initial Service	7.8%	7.1%	5.8%
Single Parent	33.3%	34.1%	30.7%
Veteran	2.7%	2.4%	3.6%
Living with a Disability that Presents a Barrier	7.9%	8.0%	8.0%
Older Workers, Age 55+	7.3%	8.8%	10.4%
Limited English Speaking Ability	3.7%	3.3%	3.7%

Ratio	Calculation	PY 2011	PY 2012	PY 2013
Cost Per Participant Served by Counselor	Program Expenditures/Participants Served by a Counselor	\$4,059	\$4,202	\$3,738
Cost per Exiter	Program Expenditures/Total Program Exiters	\$8,693	\$8,915	\$7,287
Cost per Entered Employment	Program Expenditures/Participants Employed in the Exit Quarter	\$10,621	\$13,629	\$11,921
Cost per Retained Employment	Program Expenditures/Participants Employed in the Exit and Following Two Quarters	\$7,512	\$9,699	\$8,819
Cost per Individual Attaining a Credential	Program Expenditures/Training Participants Employed in the Exit Quarter, Earning a Credential by the Third Quarter	\$15,432	\$17,373	\$14,889
Cost per \$1 in Post-Program Earnings (one quarter)	Program Expenditures/Earnings of Participants Employed in the Exit Quarter	\$0.60	\$0.77	\$0.67

EFFICIENCY MEASURES

Calculations for program efficiency measures use expenditure and performance data found in Table N at the end of each year's annual report (Table 2). Reduced spending on public assistance, UI, childcare, state-funded health insurance and reduced rates of incarceration are a few of the likely positive impacts of the Adult program that are difficult to capture in an efficiency analysis. Nevertheless, efficiency measures provide perspective on the efficiency of the Adult program over time.



PERFORMANCE EVALUATION

Each year, state administrators with DEED and local representatives negotiate performance standards with the USDOL. Minnesota uses several tracking tools and designated performance staff members to follow program performance during the year. Persistent attention to program performance and adherence to program plans allows program managers to address the most pressing needs, identifying new trends before they create challenges for our customers. Each WSA plans accordingly and strives to meet, if not exceed, the negotiated performance standard

The WIA Title 1-B Adult program performance measures include four criteria:

- The rate of customers entering employment;
- The rate of customers retaining employment for at least six months;
- The rate of customers receiving a credential following completion of the program; and
- The customer's average earnings for six months after exit.

Program managers propose levels of performance based on past performance, the Government Performance and Results Act goals, and national comparisons, factoring in various economic factors to ensure that program goals are not unrealistically high or low. Three of the four program goals for PY 2013 increased over the previous year: the employment rate increased from 80 to 81.5 percent; retention rate increased from 84 to 86 percent; the credential rate remained at 70 percent, and the average earnings goal increased from \$12,750 to \$12,800. For PY 2013, the Adult program has exceeded all four of its annual performance goals as negotiated with the USDOL, serving 2,031 individuals as they sought to obtain or improve their employment.

PERFORMANCE RESULTS

Of the 16 WSAs, 13 met (attained 80 percent of the measure) or exceeded (attained 100 percent of the measure) all four negotiated performance standards as outlined by US DOL for the Adult program.

TABLE 3: WIA Adult Program Performance Outcomes

Performance Measure	PY 2013 Goal	PY 2013 Outcome	PY 2013 Target Ratio
Number of Customers Served		2,031	
Entered Employment	81.5%	86.3%	105.9%
Employment Retention	86.0%	88.3%	102.7%
Average Earnings	\$12,800	\$13,550	105.9%
Credential and Employment Rate	73.0%	78.8%	107.9%

ACCOMPLISHMENTS FROM PY 2013: WIA ADULT PROGRAM

- Providers continued strong and consistent service to customers, many of whom face multiple barriers to employment, resulting in outstanding program performance.
- Minnesota forged inter-program relationships and leveraged funds through the state-funded Adult Workforce Development Grant Pilot Program.
- State administrators assembled 650 program providers to offer ongoing staff development through the Joint Counselor Training, offering cross-pollination with the Department of Human Services.

LOOKING AHEAD: GOALS AND PRIORITIES FOR PY 2014

- In Minnesota, we anticipate braiding funding and collaborating with partners (as we see in the following success story) to serve those who are most difficult to serve, and continue to see excellent program performance outcomes.
- As Minnesota's legislature just passed a bill to increase the minimum wage, providers will support their customers to continue working to secure family sustaining wages for program exiters.
- Providers will continue close analysis of labor market information to provide timely, in-demand training to help customers secure and retain competitive employment.
- One area under consideration is an evaluation of full co-enrollment of Wagner-Peyser participants and WIA Adult program participants. DEED is currently assessing the efficacy and performance implications of this potential co-enrollment strategy which would be designed to help increase the basic service level to a broader cross-section of eligible job seekers.

ADULT PROGRAM SUCCESS STORY

Success Story: **Crystal and Workforce Development, Inc. in Southeast Minnesota**



I was a high school dropout. While I was growing up, school wasn't my first priority. I ended up taking a bad road in my life and quit

school at the age of 15. It took many years to get my life back on track. I never had a dream until I had my first child. I decided it was time to go back to school and complete my education. I worked for almost four years to complete my GED. During that time, I had my second child. I was asked if I would like to go to school at Rochester Community and Technical College with a grant offered through the Bridges to Health Care. I was uncertain about it because I never imagined myself being able to graduate from college.

I decided this was something that I needed to do, not only for myself but also for my kids. I started school in January of 2014, with an amazing counselor, Ruth Borsheim. She has helped me in so many areas in my life. She informed me of the WIA Adult program, which offers help to college students. I wouldn't be where I am today if it wasn't for programs like this one. I'm a full-time student with a 3.6 GPA. I made the dean's list and graduated August 5, 2014. My life today is amazing, and I now have a dream. I want to thank all who have helped make this program possible, not only for myself, but many others.



VETERAN SERVICES

Minnesota has implemented a number of system-wide strategies to ensure veterans are receiving priority of service (POS) in access to employment and training services. These strategies include:

- Educating WorkForce Center (WFC) staff;
- Screening for veterans status;
- Offering special programs for veterans;
- Priority ranking for job vacancies;
- Priority access to workshops;
- Annual veterans career/job fairs; and
- Veteran services to employers.

OUTREACH TO VETERANS WITHIN THE WORKFORCE CENTERS

Posters are visible in the lobby, resource rooms, and conference rooms of the local WFCs, while reception staff screen applicants for veteran status. Those who self-identify complete a questionnaire, which aids in serving those with significant barriers to employment such as homelessness, chemical dependency, criminal background, or service connected disabilities.

Veteran staff offer special programs for incarcerated veterans through a community steering committee in a diversionary court program intended to provide an alternative to prison time for those whose military service may have precipitated their criminal behavior. The program was established to divert veterans to community services which may be more appropriate for them.

GOLD CARD VETERANS

In November of 2011, DEED immediately responded to the Gold Card Initiative by ensuring WFC providers are identifying unemployed post-9/11 era veterans and are offering an array of intensive and follow-up services needed to obtain employment. DEED distributed Gold Cards to eligible veterans and provided them with a list of employment and training services. DEED also created a state-funded Dislocated Worker program project targeting Gold Card Veterans.

PRIORITY RANKING FOR JOB VACANCIES

Minnesota's job bank provides POS to veterans. All new registrants in Minnesota's job bank (*see: <http://www.MinnesotaWorks.net>*) who check "veteran status" are prompted to answer a series of questions regarding their military engagement, and if identified as an eligible veteran, an American flag is displayed by their name. All veterans that meet the minimum criteria for the job are displayed at the top of the list and are denoted with the American flag for the employer's benefit. When employers are listing job vacancies, employers are able to identify themselves as a "Veteran Friendly Employer," and encouraged to add the verbiage "Veterans Encouraged to Apply" (MN Stat. 197.455) to their job postings.

PRIORITY ACCESS TO WORKSHOPS

Applicants interested in attending job search workshops can register for a variety of classes directly from DEED's web site. In the registration process if an applicant answers "yes" to veteran status, the veteran is allowed to continue

to register even if the class is full. On the contrary, a non-veteran applicant could receive a message "the session has reached maximum attendees" and told to check other session dates. Veterans are never turned away.

ANNUAL VETERAN CAREER/ JOB FAIR

Since 2006, Minnesota DEED has hosted an annual veterans career/job fair. The event continues to grow; by 2014, there were 166 exhibitors of which 144 were employers. Approximately 850 veterans attended.

VETERAN SERVICES TO EMPLOYERS

Job Service Business Services Representatives (BSR) and local veteran employment representatives (LVERS) coordinate outreach to employers and create a "Preferred Employer List" with over 100 companies that have agreed to be notified of referrals. DEED has also implemented a customer contact system that allows BSR and LVER staff to access the employer database to determine the last point of contact and more detailed information about the employer. BSR and LVER staff distribute brochures entitled "Minnesota Veterans... Good for Business." BSR and LVER staff encourage employers to follow a three-step process in hiring a veteran:

1. Post your job opening on www.MinnesotaWorks.net
2. Contact a veterans employment representative (*see: <http://mn.gov/deed/job-seekers/veteran-services/employment-services/vets-reps.jsp>*)
3. Connect with your local yellow ribbon network (*see: <http://www.TheYellowRibbon.org>*).

Program Year	Number of Veterans Who Received Staff Assisted Services Through W-P and WIA	Number of Veterans Who Received Staff Assisted Services By LVER	Number of Veterans Who Received Intensive Services By DVOP
PY13	20,966	364	962

PERFORMANCE RESULTS

TABLES A-Q

TABLE M —

Participation Levels

Reported Information

Total Adult Customers

Total Adult Self-Service Only

WIA Adult

WIA Dislocated Worker

Total Youth (14-21)

Younger Youth (14-18)

Older Youth (19-21)

Out-of-School Youth

In-School Youth

TABLE A —

Workforce Investment Act Customer Satisfaction Results						
Customer Satisfaction	Negotiated Performance Level	Actual Performance Level	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	77.0	77.0	517	6,668	870	59.4
Employers	78.0	75.0	1,199	5,195	1,674	71.6

TABLE B —

Adult Program Results			
Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	81.5	86.31	637
			738
Employment Retention Rate	86.0	88.31	861
			975
Average Earnings	\$12,800.00	\$13,549.64	\$11,341,049.61
			837
Employment and Credential Rate	73.0	78.83	510
			647

TABLE C —

Outcomes for Adult Special Populations								
Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
Entered Employment Rate	84.62	253	80.56	29	67.39	31	78.87	56
		299		36		46		71
Employment Retention Rate	85.29	313	87.18	34	80.95	51	83.08	54
		367		39		63		65
Average Earnings Rate	\$12,478.52	\$3,756,035.98	\$14,778.21	\$487,680.89	\$10,852.65	\$531,779.86	\$13,606.70	\$734,762.02
		301		33		49		54
Employment and Credential Rate	77.36	205	69.23	18	55.88	19	58.33	21
		265		26		34		36

TABLE D —

Other Outcome Information for the Adult Program						
Reported Information	Individuals Who Only Received Core Services		Individuals Who Only Received Core and Intensive Services		Individuals Who Received Training Services	
Entered Employment Rate	100	2	82.03	283	90.03	352
		2		345		391
Employment Retention Rate	92.31	12	86.87	291	89.00	558
		13		335		627
Average Earnings Rate	\$12,478.76	\$137,266.38	\$11,754.83	\$3,303,107.63	\$14,496.65	\$7,900,675.60
		11		281		545

TABLE E —

Dislocated Worker Program Results			
Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	85.0	89	2,266
			2,546
Employment Retention Rate	92.5	93.18	2,214
			2,376
Average Earnings	\$20,000.00	\$18,986.75	\$40,517,721.22
			2,134
Employment and Credential Rate	69.0	75.03	664
			885

TABLE F —

Outcomes for Dislocated Worker Special Populations								
Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	86.99	127	82.73	91	78.61	441	100	3
		146		110		561		3
Employment Retention Rate	89.68	113	92.11	105	89.56	429	100	4
		126		114		479		4
Average Earnings Rate	\$18,825.86	\$2,089,670.42	\$14,239.14	\$1,423,913.95	\$17,379.44	\$7,003,914.33	\$14,474.18	\$57,896.70
		111		100		403		4
Employment and Credential Rate	69.77	30	66.67	24	75.21	88	0	0
		43		36		117		0

TABLE G —

Other Outcomes for the Dislocated Worker Program						
Reported Information	Individuals Who Only Received Core Services		Individuals Who Only Received Core and Intensive Services		Individuals Who Received Training Services	
Entered Employment Rate	84.62	11	87.36	1,431	92.09	815
		13		1,638		885
Employment Retention Rate	85.71	6	92.89	1,294	93.72	895
		7		1,393		955
Average Earnings Rate	\$16,993.11	\$84,965.56	\$19,434.01	\$24,311,952.59	\$18,445.88	\$15,845,008.28
		5		1,251		859

TABLE H.1 —

Youth (14-21) Program Results			
Reported Information	Negotiated Performance Level		Actual Performance Level
Placement in Employment or Education	N/A		67.01
			839 1,252
Attainment of Degree or Certificate	N/A		51.57
			590 1,144
Literacy and Numeracy Gains	N/A		18.53
			53 286

TABLE H.1.A —

Outcomes for Youth Special Populations								
Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Placement in Employment or Education Rate	65.79	352 535	100	1 1	62.47	278 445	77.85	239 307
Attainment of Degree or Certificate Rate	44.97	219 487	0	0 0	62.85	269 428	25.51	25 98
Literacy and Numeracy Gains	20.41	30 147	0	0 0	18.46	12 65	18.53	53 286

TABLE H.2 —

Older Youth (19-21) Program Results			
Reported Information	Negotiated Performance Level		Actual Performance Level
Entered Employment Rate	75.0		83.03
			230 277
Employment Retention Rate	87.0		91.22
			270 296
Average Earnings Rate	\$4,800.00		\$5,785.54
			\$1,463,742.06 253
Credential Rate	58.0		58.29
			204 350

TABLE I —

Outcomes for Older Youth Special Populations								
Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	83.76	98 117	100	1 1	78.57	55 70	82.65	162 196
Employment Retention Rate	87.22	116 133	0	0 1	91.18	62 68	91.83	191 208
Earnings Change	\$4347.27	\$482,546.81 111	-\$8,083.60	-\$8,083.60 1	\$5,392.86	\$280,428.86 52	\$5,284.85	\$951,272.53 180
Credential Rate	58.90	86 146	0	0 1	56.98	49 86	51.85	126 243

TABLE J —

Younger Youth (14-18) Program Results			
Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	94.0	95.36	2,691
			2,822
Youth Diploma or Equivalent Rate	88.0	88.39	472
			534
Retention Rate	82.0	91.65	626
			683

TABLE K —

Outcomes for Younger Youth Special Populations						
Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	95.69	1,133	94.55	1,094	94.07	349
		1,184		1,157		371
Youth Diploma or Equivalent Rate	85.38	181	88.58	225	71.19	42
		212		254		59
Retention Rate	86.34	196	92.17	306	86.54	90
		227		332		104

TABLE L —

Other Reported Information									
Reported Information	12-Month Employment Retention Rate		12-Month Earning Increase (Adults & Older Youth) or 12-Month Earning Replacement (Dislocated Workers)		Placement in Nontraditional Employment		Wages at Entry into Employment for Those Individuals Who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services
Adults	88.42	825	\$6,981.63	\$6,339,318.54	4.24	27	\$5,690.75	\$3,551,031.10	66.19
		933		908		637		624	
Dislocated Workers	91.94	2,223	98.13	\$41,559,317.25	4.63	105	\$10,142.06	\$22,211,104.18	64.79
		2,418		\$42,350,670.70		2,266		2,190	
Older Youth	91.75	267	\$6,314.59	\$1,515,501.55	2.17	5	\$3,108.38	\$674,518.26	
		291		240		230		217	

TABLE M —

Participant Levels (Including Wagner-Peyser Self-served Customers)		
Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	202,260	178,702
Total Adult Self-Service Only	195,689	175,121
WIA Adult	2,031	1,042
WIA Dislocated Worker	4,540	2,539
Total Youth (14-21)	3,583	1,517
Younger Youth (14-18)	2,658	1,123
Older Youth (19-21)	925	394
Out-of-School Youth	915	417
In-School Youth	2,668	1,100

TABLE N —

Cost of WIA Program Activities		
Program Activity		Spending
Local Adults WIA		\$7,593,504
Local Dislocated Workers WIA		\$8,009,930
Local Youth WIA		\$8,035,005
Rapid Response WIA		\$1,982,219
National Emergency Grants		\$2,106,597
Statewide Required		\$1,928,858
Statewide Allowable Activities WIA Section 134 (a)(3)	Program Activity Description	N/A
	Technology Maintenance	N/A
	Technology Updates	N/A
Total of All Federal Spending Listed Above		\$29,656,113

TABLE O —

Local Performance — Northwest Minnesota Private Industry, Inc.			
Local Area Name: Northwest Minnesota Private Industry, Inc. — WSA 1	Total Participants Served	Adults	86
		Dislocated Workers	35
		Older Youth (19-21)	22
		Younger Youth (14-18)	106
ETA Assigned #: 27045	Total Exiters	Adults	50
		Dislocated Workers	10
		Older Youth (19-21)	11
		Younger Youth (14-18)	42
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	75
Entered Employment Rates	Adults	81.5	100
	Dislocated Workers	85	71
	Older Youth	75	100
Retention Rates	Adults	86	77
	Dislocated Workers	92.5	96
	Older Youth	87	86
	Younger Youth	82	95
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$9,665	\$13,396
	Dislocated Workers	\$15,102	\$15,361
	Older Youth	\$4,800	\$11,487
Credential/Diploma Rates	Adults	73	79
	Dislocated Workers	69	45
	Older Youth	58	0
	Younger Youth	88	76
Skill Attainment Rate	Younger Youth	94	89
Placement in Employment or Education	Youth (14-21)	N/A	54
Attainment of Degree or Certificate	Youth (14-21)	N/A	79
Literacy or Numeracy Gains	Youth (14-21)	N/A	0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			X

TABLE O —

Local Performance — Rural Minnesota Concentrated Employment Program, Inc.			
Local Area Name: Rural Minnesota Concentrated Employment Program, Inc. — WSA 2	Total Participants Served	Adults	361
		Dislocated Workers	196
		Older Youth (19-21)	107
		Younger Youth (14-18)	393
ETA Assigned #: 27040	Total Exiters	Adults	170
		Dislocated Workers	97
		Older Youth (19-21)	32
		Younger Youth (14-18)	160
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	75
Entered Employment Rates	Adults	81.5	90
	Dislocated Workers	85	90
	Older Youth	75	86
Retention Rates	Adults	86	90
	Dislocated Workers	92.5	91
	Older Youth	87	95
	Younger Youth	82	95
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$9,665	\$13,993
	Dislocated Workers	\$15,102	\$16,599
	Older Youth	\$4,800	\$8,566
Credential/Diploma Rates	Adults	73	87
	Dislocated Workers	69	82
	Older Youth	58	71
	Younger Youth	88	89
Skill Attainment Rate	Younger Youth	94	94
Placement in Employment or Education	Youth (14-21)	N/A	61
Attainment of Degree or Certificate	Youth (14-21)	N/A	66
Literacy or Numeracy Gains	Youth (14-21)	N/A	47
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			X

TABLE O —

Local Performance — Northeast Minnesota Office of Job Training			
Local Area Name: Northeast Minnesota Office of Job Training — WSA 3	Total Participants Served	Adults	133
		Dislocated Workers	45
		Older Youth (19-21)	45
		Younger Youth (14-18)	140
ETA Assigned #: 27035	Total Exiters	Adults	27
		Dislocated Workers	24
		Older Youth (19-21)	23
		Younger Youth (14-18)	64
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	75
Entered Employment Rates	Adults	81.5	96
	Dislocated Workers	85	86
	Older Youth	75	71
Retention Rates	Adults	86	88
	Dislocated Workers	92.5	90
	Older Youth	87	95
	Younger Youth	82	100
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$9,501	\$19,815
	Dislocated Workers	\$14,845	\$18,612
	Older Youth	\$4,800	\$9,559
Credential/Diploma Rates	Adults	73	82
	Dislocated Workers	69	73
	Older Youth	58	47
	Younger Youth	88	91
Skill Attainment Rate	Younger Youth	94	98
Placement in Employment or Education	Youth (14-21)	N/A	58
Attainment of Degree or Certificate	Youth (14-21)	N/A	73
Literacy or Numeracy Gains	Youth (14-21)	N/A	50
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			X

TABLE O —

Local Performance — City of Duluth			
Local Area Name: City of Duluth — WSA 4	Total Participants Served	Adults	42
		Dislocated Workers	53
		Older Youth (19-21)	32
		Younger Youth (14-18)	59
ETA Assigned #: 27005	Total Exiters	Adults	16
		Dislocated Workers	28
		Older Youth (19-21)	16
		Younger Youth (14-18)	15
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	75
Entered Employment Rates	Adults	81.5	100
	Dislocated Workers	85	82
	Older Youth	75	88
Retention Rates	Adults	86	83
	Dislocated Workers	92.5	100
	Older Youth	87	71
	Younger Youth	82	74
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$10,646	\$16,765
	Dislocated Workers	\$16,634	\$15,842
	Older Youth	\$4,800	\$6,176
Credential/Diploma Rates	Adults	73	83
	Dislocated Workers	69	86
	Older Youth	58	73
	Younger Youth	88	100
Skill Attainment Rate	Younger Youth	94	82
Placement in Employment or Education	Youth (14-21)	N/A	76
Attainment of Degree or Certificate	Youth (14-21)	N/A	86
Literacy or Numeracy Gains	Youth (14-21)	N/A	20
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			X

TABLE O —

Local Performance — Central Minnesota Jobs and Training			
Local Area Name: Central Minnesota Jobs and Training — WSA 5	Total Participants Served	Adults	147
		Dislocated Workers	167
		Older Youth (19-21)	47
		Younger Youth (14-18)	237
ETA Assigned #: 27105	Total Exiters	Adults	54
		Dislocated Workers	87
		Older Youth (19-21)	22
		Younger Youth (14-18)	73
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	75
Entered Employment Rates	Adults	81.5	83
	Dislocated Workers	85	92
	Older Youth	75	86
Retention Rates	Adults	86	86
	Dislocated Workers	92.5	93
	Older Youth	85	90
	Younger Youth	82	91
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$9,151	\$13,359
	Dislocated Workers	\$14,298	\$17,463
	Older Youth	\$4,500	\$6,204
Credential/Diploma Rates	Adults	73	72
	Dislocated Workers	69	71
	Older Youth	59	61
	Younger Youth	88	98
Skill Attainment Rate	Younger Youth	94	94
Placement in Employment or Education	Youth (14-21)	N/A	87
Attainment of Degree or Certificate	Youth (14-21)	N/A	74
Literacy or Numeracy Gains	Youth (14-21)	N/A	13
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			X

TABLE O —

Local Performance — Southwest Minnesota Private Industry Council Inc.			
Local Area Name: Southwest Minnesota Private Industry Council Inc. — WSA 6	Total Participants Served	Adults	68
		Dislocated Workers	62
		Older Youth (19-21)	25
		Younger Youth (14-18)	69
ETA Assigned #: 27055	Total Exiters	Adults	32
		Dislocated Workers	19
		Older Youth (19-21)	8
		Younger Youth (14-18)	31
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	75
Entered Employment Rates	Adults	81.5	91
	Dislocated Workers	85	100
	Older Youth	72	89
Retention Rates	Adults	86	97
	Dislocated Workers	92.5	97
	Older Youth	85	79
	Younger Youth	72	81
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$8,613	\$14,078
	Dislocated Workers	\$13,458	\$16,194
	Older Youth	\$3,600	\$3,854
Credential/Diploma Rates	Adults	73	62
	Dislocated Workers	69	86
	Older Youth	51	55
	Younger Youth	82	93
Skill Attainment Rate	Younger Youth	90	94
Placement in Employment or Education	Youth (14-21)	N/A	69
Attainment of Degree or Certificate	Youth (14-21)	N/A	86
Literacy or Numeracy Gains	Youth (14-21)	N/A	33
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O —

Local Performance — South Central Workforce Council			
Local Area Name: South Central Workforce Council — WSA 7	Total Participants Served	Adults	95
		Dislocated Workers	162
		Older Youth (19-21)	50
		Younger Youth (14-18)	111
ETA Assigned #: 27030	Total Exiters	Adults	37
		Dislocated Workers	100
		Older Youth (19-21)	24
		Younger Youth (14-18)	58
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	75
Entered Employment Rates	Adults	81.5	78
	Dislocated Workers	85	90
	Older Youth	76	94
Retention Rates	Adults	86	83
	Dislocated Workers	92.5	98
	Older Youth	85	100
	Younger Youth	75	92
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$9,382	\$10,170
	Dislocated Workers	\$14,660	\$15,184
	Older Youth	\$4,000	\$2,657
Credential/Diploma Rates	Adults	73	69
	Dislocated Workers	69	76
	Older Youth	55	58
	Younger Youth	85	94
Skill Attainment Rate	Younger Youth	92	96
Placement in Employment or Education	Youth (14-21)	N/A	93
Attainment of Degree or Certificate	Youth (14-21)	N/A	88
Literacy or Numeracy Gains	Youth (14-21)	N/A	44
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			X

TABLE O —

Local Performance — Southeast Minnesota Workforce Development			
Local Area Name: Southeast Minnesota Workforce Development — WSA 8	Total Participants Served	Adults	124
		Dislocated Workers	239
		Older Youth (19-21)	85
		Younger Youth (14-18)	175
ETA Assigned #: 27075	Total Exiters	Adults	46
		Dislocated Workers	105
		Older Youth (19-21)	51
		Younger Youth (14-18)	49
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	75
Entered Employment Rates	Adults	81.5	92
	Dislocated Workers	85	99
	Older Youth	75	95
Retention Rates	Adults	86	86
	Dislocated Workers	92.5	96
	Older Youth	87	96
	Younger Youth	82	94
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$11,362	\$11,812
	Dislocated Workers	\$17,753	\$17,771
	Older Youth	\$4,800	\$5,435
Credential/Diploma Rates	Adults	73	85
	Dislocated Workers	69	83
	Older Youth	58	59
	Younger Youth	88	81
Skill Attainment Rate	Younger Youth	94	96
Placement in Employment or Education	Youth (14-21)	N/A	97
Attainment of Degree or Certificate	Youth (14-21)	N/A	83
Literacy or Numeracy Gains	Youth (14-21)	N/A	5
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			X

TABLE O —

Local Performance — Hennepin Carver Employment and Training Council			
Local Area Name: Hennepin Carver Employment and Training Council — WSA 9	Total Participants Served	Adults	416
		Dislocated Workers	799
		Older Youth (19-21)	85
		Younger Youth (14-18)	233
ETA Assigned #: 27120	Total Exiters	Adults	254
		Dislocated Workers	462
		Older Youth (19-21)	12
		Younger Youth (14-18)	54
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	75
Entered Employment Rates	Adults	81.5	79
	Dislocated Workers	85	85
	Older Youth	73	81
Retention Rates	Adults	86	85
	Dislocated Workers	92.5	91
	Older Youth	87	100
	Younger Youth	82	88
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$14,516	\$11,005
	Dislocated Workers	\$22,681	\$20,063
	Older Youth	\$4,200	\$4,477
Credential/Diploma Rates	Adults	73	77
	Dislocated Workers	69	70
	Older Youth	65	57
	Younger Youth	83	78
Skill Attainment Rate	Younger Youth	94	99
Placement in Employment or Education	Youth (14-21)	N/A	66
Attainment of Degree or Certificate	Youth (14-21)	N/A	47
Literacy or Numeracy Gains	Youth (14-21)	N/A	25
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			X
			Exceeded
			X

TABLE O —

Local Performance — Minneapolis Employment and Training			
Local Area Name: Minneapolis Employment and Training — WSA 10	Total Participants Served	Adults	62
		Dislocated Workers	334
		Older Youth (19-21)	141
		Younger Youth (14-18)	531
ETA Assigned #: 27010	Total Exiters	Adults	24
		Dislocated Workers	168
		Older Youth (19-21)	66
		Younger Youth (14-18)	337
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	75
Entered Employment Rates	Adults	81.5	100
	Dislocated Workers	85	91
	Older Youth	72	74
Retention Rates	Adults	86	94
	Dislocated Workers	92.5	91
	Older Youth	85	81
	Younger Youth	78	93
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$14,516	\$14,906
	Dislocated Workers	\$22,681	\$18,487
	Older Youth	\$4,050	\$2,948
Credential/Diploma Rates	Adults	73	84
	Dislocated Workers	69	73
	Older Youth	52	45
	Younger Youth	88	93
Skill Attainment Rate	Younger Youth	94	96
Placement in Employment or Education	Youth (14-21)	N/A	50
Attainment of Degree or Certificate	Youth (14-21)	N/A	14
Literacy or Numeracy Gains	Youth (14-21)	N/A	11
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			X

TABLE O —

Local Performance — Anoka County			
Local Area Name: Anoka County — WSA 12	Total Participants Served	Adults	11
		Dislocated Workers	185
		Older Youth (19-21)	18
		Younger Youth (14-18)	58
ETA Assigned #: 27085	Total Exiters	Adults	2
		Dislocated Workers	81
		Older Youth (19-21)	7
		Younger Youth (14-18)	18
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	75
Entered Employment Rates	Adults	81.5	100
	Dislocated Workers	85	95
	Older Youth	72	100
Retention Rates	Adults	86	94
	Dislocated Workers	92.5	96
	Older Youth	85	83
	Younger Youth	82	94
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$14,516	\$16,031
	Dislocated Workers	\$22,681	\$19,807
	Older Youth	\$4,800	\$5,616
Credential/Diploma Rates	Adults	73	71
	Dislocated Workers	69	82
	Older Youth	58	50
	Younger Youth	88	83
Skill Attainment Rate	Younger Youth	94	100
Placement in Employment or Education	Youth (14-21)	N/A	85
Attainment of Degree or Certificate	Youth (14-21)	N/A	55
Literacy or Numeracy Gains	Youth (14-21)	N/A	33
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			X

TABLE O —

Local Performance — Dakota/Scott Counties			
Local Area Name: Dakota/Scott Counties — WSA 14	Total Participants Served	Adults	235
		Dislocated Workers	382
		Older Youth (19-21)	26
		Younger Youth (14-18)	164
ETA Assigned #: 27125	Total Exiters	Adults	107
		Dislocated Workers	215
		Older Youth (19-21)	12
		Younger Youth (14-18)	63
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	75
Entered Employment Rates	Adults	81.5	83
	Dislocated Workers	85	81
	Older Youth	75	87
Retention Rates	Adults	86	85
	Dislocated Workers	92.5	93
	Older Youth	87	85
	Younger Youth	82	94
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$14,516	\$13,711
	Dislocated Workers	\$22,681	\$21,728
	Older Youth	\$4,800	\$7,192
Credential/Diploma Rates	Adults	73	57
	Dislocated Workers	69	72
	Older Youth	58	81
	Younger Youth	88	95
Skill Attainment Rate	Younger Youth	94	100
Placement in Employment or Education	Youth (14-21)	N/A	73
Attainment of Degree or Certificate	Youth (14-21)	N/A	47
Literacy or Numeracy Gains	Youth (14-21)	N/A	0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			X

TABLE O —

Local Performance — Ramsey County Workforce Solutions			
Local Area Name: Ramsey County Workforce Solutions — WSA 15	Total Participants Served	Adults	186
		Dislocated Workers	134
		Older Youth (19-21)	203
		Younger Youth (14-18)	314
ETA Assigned #: 27115	Total Exiters	Adults	69
		Dislocated Workers	110
		Older Youth (19-21)	99
		Younger Youth (14-18)	132
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	75
Entered Employment Rates	Adults	81.5	83
	Dislocated Workers	85	87
	Older Youth	75	76
Retention Rates	Adults	86	96
	Dislocated Workers	92.5	92
	Older Youth	87	93
	Younger Youth	82	91
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$14,516	\$10,554
	Dislocated Workers	\$22,681	\$20,032
	Older Youth	\$4,500	\$4,302
Credential/Diploma Rates	Adults	73	80
	Dislocated Workers	69	82
	Older Youth	55	53
	Younger Youth	83	84
Skill Attainment Rate	Younger Youth	90	96
Placement in Employment or Education	Youth (14-21)	N/A	71
Attainment of Degree or Certificate	Youth (14-21)	N/A	54
Literacy or Numeracy Gains	Youth (14-21)	N/A	8
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded X

TABLE O —

Local Performance — Washington County			
Local Area Name: Washington County — WSA 16	Total Participants Served	Adults	12
		Dislocated Workers	126
		Older Youth (19-21)	2
		Younger Youth (14-18)	37
ETA Assigned #: 27100	Total Exiters	Adults	7
		Dislocated Workers	93
		Older Youth (19-21)	0
		Younger Youth (14-18)	16
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	75
Entered Employment Rates	Adults	81.5	100
	Dislocated Workers	85	99
	Older Youth	72	100
Retention Rates	Adults	86	100
	Dislocated Workers	92.5	100
	Older Youth	82	100
	Younger Youth	75	100
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$14,516	\$12,770
	Dislocated Workers	\$22,681	\$19,934
	Older Youth	\$3,800	\$10,049
Credential/Diploma Rates	Adults	73	100
	Dislocated Workers	69	90
	Older Youth	55	100
	Younger Youth	82	71
Skill Attainment Rate	Younger Youth	90	93
Placement in Employment or Education	Youth (14-21)	N/A	60
Attainment of Degree or Certificate	Youth (14-21)	N/A	35
Literacy or Numeracy Gains	Youth (14-21)	N/A	0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			X

TABLE O —

Local Performance — Stearns-Benton Employment and Training Council			
Local Area Name: Stearns-Benton Employment and Training Council — WSA 17	Total Participants Served	Adults	33
		Dislocated Workers	123
		Older Youth (19-21)	26
		Younger Youth (14-18)	5
ETA Assigned #: 27110	Total Exiters	Adults	15
		Dislocated Workers	77
		Older Youth (19-21)	10
		Younger Youth (14-18)	1
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	75
Entered Employment Rates	Adults	81.5	100
	Dislocated Workers	85	96
	Older Youth	75	100
Retention Rates	Adults	86	100
	Dislocated Workers	92.5	89
	Older Youth	85	100
	Younger Youth	82	100
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$9,939	\$17,418
	Dislocated Workers	\$15,530	\$15,591
	Older Youth	\$4,800	\$7,616
Credential/Diploma Rates	Adults	73	100
	Dislocated Workers	69	85
	Older Youth	58	88
	Younger Youth	88	100
Skill Attainment Rate	Younger Youth	94	100
Placement in Employment or Education	Youth (14-21)	N/A	100
Attainment of Degree or Certificate	Youth (14-21)	N/A	100
Literacy or Numeracy Gains	Youth (14-21)	N/A	75
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			X

TABLE O —

Local Performance — Winona County Workforce Council			
Local Area Name: Winona County Workforce Council — WSA 18	Total Participants Served	Adults	20
		Dislocated Workers	17
		Older Youth (19-21)	11
		Younger Youth (14-18)	26
ETA Assigned #: 27080	Total Exiters	Adults	11
		Dislocated Workers	6
		Older Youth (19-21)	1
		Younger Youth (14-18)	10
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	75
Entered Employment Rates	Adults	81.5	100
	Dislocated Workers	85	100
	Older Youth	75	100
Retention Rates	Adults	86	97
	Dislocated Workers	92.5	100
	Older Youth	82	0
	Younger Youth	72	89
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$9,488	\$15,628
	Dislocated Workers	\$14,825	\$18,351
	Older Youth	\$4,800	\$6,944
Credential/Diploma Rates	Adults	73	90
	Dislocated Workers	69	100
	Older Youth	52	100
	Younger Youth	88	90
Skill Attainment Rate	Younger Youth	94	87
Placement in Employment or Education	Youth (14-21)	N/A	80
Attainment of Degree or Certificate	Youth (14-21)	N/A	79
Literacy or Numeracy Gains	Youth (14-21)	N/A	0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			X

TABLE P —

Veteran Priority of Service		
Reported Information	Total	Actual Performance Level
Covered Entrants Who Reached the End of the Entry Period	14,238	
Covered Entrants Who Received a Service During the Entry Period	14,238	100.00
Covered Entrants Who Received a Staff-Assisted Service During the Entry Period	11,292	79.31

TABLE Q —

Veterans' Outcomes by Special Populations						
Reported Information	Post 9/11 Era Veterans		Post 9/11 Era Veterans who Received at least Intensive Services		TAP Workshop Veterans	
Entered Employment Rate	88.37	38	88.37	38	0	0
		43		43		0
Employment Retention Rate	80.00	28	82.35	28	0	0
		35		34		0
Six Months Average Earnings	\$18,049.93	\$487,347.99	\$18,049.93	\$487,347.99	\$0	0
		27		27		0

